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FINAL REPORT

JIC- STRATEGIC PLANNING WORKSHOP II

6 - 10 OCTOBER, 2003

**HELNAN PALESTINE HOTEL
ALEXANDRIA**

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INTRODUCTION

The United States Agency for International Development Mission in Egypt (USAID/Egypt) funds AOJS as part of the Mission's Strategic Framework. The results of USAID/Egypt's technical assistance and training activities are measured and evaluated against this Framework. Specifically, AOJS activities fall under the USAID/Egypt's Special Objective 21 (SpO21): Egyptian Initiative in Governance and Participation Strengthened, Intermediate Result 21.3: Improvements in Selected Areas of Administration of Justice. In support of this Special Objective, AOJS organized two Strategic Planning Workshops for Judicial Information Center (JIC) senior management team and selected staff members.

The second Workshop was held from October 6 – 9, 2003 in Alexandria, Helnan Palestine Hotel. The goal of the Workshop was to provide the participants with the opportunity to learn the scientific approach in solving the problems they face at work and discuss the different obstacles that they may face in solving such problems effectively.

The final report for workshop entails the following items:

1. General outline
2. Workshop Agenda
3. List of Participants
4. Workshop Results
5. Workshop Evaluations

Cairo Seminar was subcontracted to handle the logistical administrative aspects of the workshop. The Workshop's facilitator was Dr. Gazia Zaatar.

WORKSHOP OBJECTIVES

At the end of the Strategy Planning Workshop II, the participants will have:

- Become familiar to the scientific methodology in solving the problems they face at work (8 stages);
- Discussed the different obstacles that may face them in solving such problems;
- Got to know the different analytical tools in solving problems through the analysis of the internal and external environment of JIC and identifying the main cause of the problem;
- Learnt how to use the brain maps and how to deeply solve the problem;
- Increased their capability in analyzing and understanding the problem by using De Bonos approach (6 hats);
- Discussed and analyzed the different communicating methods and their role in solving problems;
- Identified the different managerial skills needed to solve the problem;
- Formulated action plans to help in solving the problems they face at work.

DESCRIPTION OF TEACHING METHODOLOGIES

The trainer will act as a facilitator whereby participants will be introduced to the topics through brief presentations followed by shared discussions around the central issues and immediately apply the new information in small group exercises, role-plays, and case studies.

This strategy provides an opportunity for group members to explore given topics, interact with each other and share information by expressing their views and responding to each other's ideas and opinions.

The role of the group facilitator will be to:

- (1) Manage group discussions and group processes so that individuals learn and group members feel that the experience is positive.
- (2) Ensure that the most effective learning events occur and to anticipate individual filtering activities.
- (3) Facilitate participation by providing an atmosphere for groups to present their viewpoints and defend them, and ascertain learners' levels of knowledge and attitudes regarding various topics.
- (4) Stimulate thinking and interaction during long training sessions by creating enthusiasm for various training topics throughout the sessions and assist participants in analyzing work assignments and case studies and in exploring applications of course content.
- (5) Encourage participants to think creatively about the training material by inspiring them to learn deductively and assess their comprehension of the material.



WORKSHOP AGENDA

Schedule	Activity	Target	Time (mins)	Presenter(s)
Day 1 9:00 am - 9:30 am	Opening of the Workshop - Welcoming Remarks - Introduction and ice breaking - Goals and Objectives of the Conference - Time frame of the workshop	- Walk through the topics that will be explored - Walk through the schedule, day by day	20 10	JIC Facilitator/Participants Facilitators
Day 1: Session 1 9:30 am - 11:30 am	Discussion of action plans <i>Group Discussions (Group work)</i>	* Participants will be asked to: 1. Discuss their action plans of the former Workshop 2. Discuss day to day situations in which they they have to solve problems. 3 Think about the stages they would go through in arriving to a solution. 4. Discuss skills and competencies needed to Solve problems at work. 5. Discuss the most important problem they might face while implementing their action plans.	20	Facilitator/Participant
	The Problem Solving Process (8stages)	* To explain to the participants the 8 stages: 1 Identify/define the problem. 2 Analyze the environment. 3. Identify root causes. 4. Generate potential solutions 5. Assess solutions. 6 Decide on best solutions 7 Implementation 8 Follow up	20	
	Group Discussion	* Learning points in the problem solving process	10	

Schedule	Activity	Target	Time (mins)	Presenter(s)
11:30 am - 12:00pm Day 1: Session 2 12:00 pm - 2:00 pm	Coffee Break Blocks to effective problem Solving	<ul style="list-style-type: none"> * To explain to the participants some common Blocks to problem solving and decisions such as: <ol style="list-style-type: none"> 1. Awareness blocks 2. Emotional blocks 3. Intellectual/knowledge blocks 4. Expressive blocks 5. Environmental blocks 6. Cultural blocks 	20	Facilitator
	<i>Group Discussion</i>	<ul style="list-style-type: none"> * Participants will be asked to: <ol style="list-style-type: none"> 1. Discuss these blocks 2. Discuss how these blocks can be avoided 	20	Participants
	<i>Analytical Tools for Problem Solving</i>	<ul style="list-style-type: none"> * To explain to the participants: <ol style="list-style-type: none"> 1. Specific tools for problem solving 2. Identifying/defining the problem 3. Analyzing the environment 4. SWOT analysis 5. Identifying the root causes 6. Mind maps, Drill down, Generate potential solutions 7. DeBono's 6 Thinking Hats 8. Drawing the problem 9. Reframing the matrix 	30	Facilitator
	<i>Exercise (Group Work)</i> De Bono's 6 Thinking Hats	<ul style="list-style-type: none"> * This exercise will help participants in each group to analyze a problem and to understand the 	30	Participants / Facilitator

Schedule	Activity	Target	Time (mts)	Presenter(s)
		Different thinking styles.		
	<i>Exercise (Group Work)</i> <i>Drawing a problem</i>	* This exercise will help participants to represent the essence of the problem in a drawing.	20	Participants
2:00 pm - 3:30 pm Day 1: Session 3	Lunch			
3:30 pm - 5:30 pm	Applying problem solving tools to real issues	* Participants will be asked to: 1. Write the most important problems they face in the regular activities of their work. 2. Identifying/defining the problem for each group	30	Participants/Facilitator
	Exercise (Group Work)	* This exercise will help participants analyze the environment for problems.	30	Participants
	Exercise (Group Work)	* This exercise will help participants identify root causes to their problems	30	
	Exercise (Group Work)	* Learning points in problem solving tools and techniques	30	Facilitator/Participants
Day 2: Session 4 9:30 am - 11:30 am	Introduction to Force Field Analysis	* To explain to the participants the Force Field Analysis Technique and how can it be used to Assess the different solutions to their problems	30	Facilitator
	<i>Exercise (Group Work)</i>	* This exercise will help participants assess the different solutions by using the force field analysis technique	40	Participants

Schedule	Activity	Target	Time (mins)	Presenter(s)
	<i>Exercise (Group Work)</i>	* What participants consider to be the best solutions to their problems at work.	30	Participants
	<i>Group Discussion</i>	* Learning point in the Field Force Analysis technique	20	Facilitators/Participants
11:30 am - 12:00 pm Day 2: Session 5 12:00 pm - 2:00 pm	<i>Coffee Break</i>			
	Communication and Interpersonal Skills	* To explain to the participants: 1. The Communication process 2. Different methods of communication (verbal and non-verbal) 3. Effective listening and questioning styles 4. Response styles 5. The role of communication in solving problems at work	20	Facilitator
	<i>Group Discussion</i>	* Participants will be asked to discuss the different methods of communication and its role in solving problems	30	Facilitator/Participants
	<i>Exercise (Group Work)</i>	* This exercise will help participants discover their listening style	20	Participants
	<i>Chinese Whispers Exercise (Group Work)</i>	* This exercise will help participants discover the role of communication in solving problems at work.	30	Participants
	<i>Group Discussion</i>	* Learning point in solving different problems at work.	20	Facilitator/Participants

Schedule	Activity	Target	Time (mts)	Presenter(s)
2:00 pm - 3:30 pm	Lunch			
Day 2: Session 6 3:30 pm - 5:30 pm	Group Discussion	* Individual reflection and discussion with action Learning groups	30	Participants
	Exercise	* Non-verbal communication exercise to help participants discover their mistakes in communication.	40	Participants
	Exercise (Group Work)	* This exercise will help participants discover their response styles.	30	Participants
	Exercise Questionnaire	* This questionnaire will help participants understand the effective listening process and its effect in solving their problems at work..	20	Participants
Day 3: Session 7 9:30 am - 11:30 am	Understanding our role in solving problems at work and the skills needed.	* To help participants to understand their roles in solving problems at work.	20	Facilitator
	Exercise (Group Work)	* This exercise will help participants discover their managerial skills.	40	Participants
	Exercise (Group Work)	* This exercise will help participants discover their interpersonal skills.	30	Participants
	Group Discussions	* Learning points in different skills needed to solve problems at work.	30	Facilitator/Participants

Schedule	Activity	Target	Time (mins)	Presenter(s)
11:30 am - 12:00 pm Day 3: Session 8	Coffee Break			
12:00 pm - 2:00 pm	Action Plans	* Preparing and presenting action plans	120	Participants
2:00 pm - 3:00 pm	Evaluation & Closing of the Workshop	- Recommendations and comments	60	Facilitator/Participants



LIST OF PARTICIPANTS



- Counselor Mohamed Mohamed Salama, Assistant to the Minister for JIC Affairs
- Counselor Khalid Mahmoud Ghanem, JIC Director
- Mr. Nader Abdou Ahmed
- Mr. Said El Sayed Wassel
- Mr. Abdul Meguid Sayed Kotb
- Mr. Magdy Metwally El Sayed
- Mr. Moustafa Hassan Ali
- Mr. Mansour Mohamed Sabra
- Mr. Ramadan Said Farahat
- Ms. Amina Ibrahim Moursy
- Ms. Janette Atteya Rashed
- Mr. Mohamed Abdul Hamid Hamza
- Mr. Walid Farouk Mohamed
- Ms. Nawal Fahmy Thaber
- Ms. Soheir Seif El Nasr Mahmoud
- Ms. Iman Abdul Rahman Mohamed



- Ms. Iman Mohamed Ahmed
- Ms. Aliaa El Awady
- Ms. Hamdeya Abdul Ghany
- Ms. Mervat Mouris Sawiris
- Ms. Fatma Mohamed El Naggat
- Ms. Georgette Shoukry Fahim



WORKSHOP RESULTS



Participants were divided into four work teams holding the responsibility of determining principal problems confronting them during their work in the juridical information center and updating justice administration, in addition to reaching different alternatives for solving these problems, aiming at drawing work plans that contribute to attain scientific solutions. Most important results reaped by the second group are as follows:

1. Financial resources shortage
2. Slackness of procedures taken for decision-making
3. Lack of technicians required for development
4. Lack of necessary tools (machines, equipment, and programs packages)
5. Lack of administrative skills for projects management
6. Inadequate cooperation by projects implementation bodies

The aforementioned groups summed up most serious problems currently confronting them in the following:

1. Financial resources shortage
2. Lack of strategic planning for human resources
3. The center location and area
4. Procedures slackness

Each group offered a range of alternatives in order to solve the problems confronting the center as follows:

FIRST GROUP

I. Financial Resources Shortage:

Solutions Alternatives:

1. Tending to autonomous financing
2. Making the best use of the center available resources
3. The attempt of convincing the Ministry to increase the center financial appropriations
4. Paying attention to projects implementation through external finance (Protocols, Aid ...etc.)

II. Lack of Strategic Planning for Human Resources:

Solutions Alternatives

1. Drawing a plan for recruiting human resources
2. Increasing personnel intellectual skills through specialized training
3. Drawing technical rules for introducing new personnel to the center

III. The Center Location and Area:

Solutions Alternatives

1. Transferring the center to a new location
2. Providing additional area in another place to be annexed to the center
3. Technical work remote management

IV. Procedures Slackness

Solutions Alternatives:

1. Innovating new methods for work performance
2. Concluding the center chart and decision independence
3. Determining resolutions and regulations hindering work and addressing officials to develop them

SECOND GROUP

The Second Group views that the problems confronting the center are due to the following reasons:

I. The Center Location and Area:

This problem resulted from the following:

1. Vague planning for the center targets
2. Assigning new tasks to the information center
3. Personnel increasing number in the center
4. Lack of strategic plan for the center's expansions

II. Lack of Strategic Planning for Human Resources:

This problem is due to the following:

1. Lack of standards for occupying the center vacancies
2. Unavailability of training courses for personnel
3. Lack of optimum management of personnel capabilities

III. Financial Resources Shortage:

This problem is due to the following:

1. Turning a blind eye to the center importance and information technology role
2. Lack of optimum use of the center potentialities
3. Lack of administrative independence for the center
4. Lack of appropriations allocated for the center in the Ministry budget

IV. Procedures Slackness:

This problem is due to the following:

1. Prevailing laws
2. Administrative bureaucracy
3. Fear of holding decision-making responsibility

The Second Group summed up the solutions alternatives of the problems currently confronting the center in the following:

I. Financial Resources Shortage:

Solutions Alternatives:

1. Providing financial resources through automated bodies by means of collecting services fees
2. Conducting a budget for the center
3. Innovating profit-making activities performed through the center
4. Allocating a proportion of the Ministry surplus budget for the center

II. Lack of Strategic Planning for Human Resources:

Solutions Alternatives:

1. Reemploying and directing human resources in accordance with their skills and the center requirements
2. Supporting and developing the center personnel (deficiency - skills)

III. The Center Location and Area:

Solutions Alternatives:

1. Establishing a new facility
2. Making the optimum use of the place, re-dividing it, in addition to expanding the center by annexing a part of the external area affiliated with the center

IV. Procedures Slackness:

Solutions Alternatives:

1. Librating the center from red-tape
2. Determining and implementing procedures priorities

THIRD GROUP

The Third Group views that the center problems are due to the following:

I. Financial Resources Shortage:

1. Lack of using the center autonomous financing
2. Entire unawareness of attaching importance to information systems use for development
3. Lack of the planning caring for the budget development aspects

II. Procedures Slackness:

This problem is due to the following:

1. Depending on conventional methods during work performance
2. Lack of desire for development and creativity
3. Lack of applicable rules and regulations innovation in the scope of modernized changes
4. Depending on decision-making centralization

III. Lack of Strategic Planning for Human Resources:

This problem is due to the following:

1. Lack of a plan for recruiting human resources
2. Turning a blind eye to human resources intellectual and creative skills development
3. Vagueness of future perspective for the center actual needs

IV. The Center Location and Area:

This problem is due to the following:

1. Lack of long term planning
2. Improper choice of the location
3. Inability of modernizing the current location

The Third Group views that the solutions alternatives offered for the problems confronting the center are summed up in the following:

I. Financial Resources Problem:

Solutions alternatives:

1. Allocating a proportion of revenues for computer services in bodies
2. Innovating paid informatics services (databases, training, equipment assembly, workshop, equipment maintenance)
3. Rationalizing the use of equipment and requirements

II. The Center Location and Area

Solutions alternatives:

1. Temporary expansion of the space outside the center and above the reception
2. Reorganizing the center internally
3. Providing a new appropriate location

III. Human Resources

Solutions Alternatives:

1. Redistributing current manpower
2. Increasing current personnel efficiency and skills
3. Accuracy of choosing new appointments in a way appropriate for work field
4. Drawing a system for rewarding distinguished personnel

IV. Procedures Slackness

Solutions Alternatives:

1. Opening new communication channels
2. Drawing obvious approved short and long term plan for the center projects

FOURTH GROUP

The Fourth Group offered the following solutions for the problems confronting the center

I. Financial Resources Shortage

Solutions Alternatives:

1. The center autonomous resources development such as public & attorneys information service tendered against fees
2. Considerable display of information center services for beneficiaries (Demo & activating courses)

II. Strategic Planning for the Center Location

Solutions Alternatives:

1. Reorganizing the site internally for instance by replacing "main frame" with "servers" and making the optimum use of it
2. Searching for a new appropriate location that is near to the Ministry and Cairo courts
3. Making use of empty floors in the old building of the Ministry (Ministry of Finance location) for the center headquarters

III. Procedures Slackness

Solutions Alternatives:

1. Making the optimum use of the information center growing importance in the Ministry
2. Assigning work follow-up in the Ministry to some of the highly skilled and experienced personnel

IV. Human Resources

Solutions Alternatives:

1. Increasing intellectual and scientific efficiency through organizing high level training courses
2. Distributing work tactfully among personnel and conducting follow-up
3. Drawing criteria appropriate for new positions in the information center

Participants came to the conclusion that the center is in dire need of the following:

1. Computers assembly and maintenance workshop project
2. Studying breakdowns volume
3. Developing current information web

The most serious obstacles confronting the previous items are summed up as follows:

Personal Computers Assembly & Maintenance Workshop Project

The obstacles are summed up in the following:

1. Ministry of Justice's approval for the project and financial resources
2. The lack of suitable site for storing computer components and facilitating release, besides a site appropriate for storage in the center
3. Preparing the site and providing equipment of different tests (S/W - H/W)
4. Trained manpower, taking into consideration how far they are occupied with work and committed to the moral code

Breakdowns Volume Study

The obstacles are summed up in the following:

1. Lack of complete information on computers number and type of applied programs in the different sites
2. Lack of on site manpower trained on problem description. Similarly, some personnel in the maintenance and operation department are incompetent to describe problems and find solutions.

Present Information Network Development

The obstacles are summed up in the following:

1. Unavailability of financial resources (new contracts and available lines modernization – equipment – network safety modern programs)
2. Trained personnel insufficiency in the networks department and modern systems training inadequacy
3. Slackness of decision making for approval and needs procurement

Time Needed for Execution	Execution Requirements	Required Resources (Financial & Human)	Problems Solution Necessary Steps	Expected Problems That Have to Be Solved
			<p>1. Establishing a building for information and decision making support center</p> <p>Alternative Solution</p> <p>2. Site expansion, optimal use and redistribution</p>	<p>Main Problem: The Center Location & Area</p> <p>Problems Reasons:</p> <ol style="list-style-type: none"> 1. Lack of long term planning 2. Improper choice of location 3. Present site's modernization impossibility 4. Lack of obvious planning for the project's goals 5. Adding new tasks for the information center 6. Increasing the center's personnel number 7. Lack of strategic plan for the center's expansions

Time Needed for Execution	Execution Requirements	Required Resources (Financial & Human)	Problems Solution Necessary Steps	Expected Problems That Have to Be Solved
3 months	Different administrations needs for future human and financial resources	<ul style="list-style-type: none"> - Human resources - Administrations officials - Personnel in charge of study 	<ul style="list-style-type: none"> - Conducting a strategic study on the center's future needs - Submitting the study to the higher administration - Following up the study's executive procedures 	<p>First Solution Establishing a building for information and decision making support center</p> <p>The Second Alternative Site optimal use, redistribution and reorganization</p>
3 months	The current needs for human and financial resources	<ul style="list-style-type: none"> - Human resources - Administrations officials - Personnel in charge of study 	<ul style="list-style-type: none"> - Conducting a study on the center's needs assuring performance continuity - Submitting the study to the higher administration - Execution follow up 	

Nawal Thabt, Mervat Mouris, Fatma EL Nagar, Mohamed Abbel Hamid Hamza, Walid Farouk

Time Needed for Execution	Execution Requirements	Required Resources (Financial & Human)	Problems Solution Necessary Steps	Expected Problems That Have to Be Solved
2 months	1. Studying the center's needs according to its strategic plan	1. Providing technological tools necessary for applying projects essential for the center's goals achievement	1. Human resources re-exploitation and guiding according to the skills and the center's needs	1. Lack of strategic planning for human resources
1 month	2. Choosing one technology from the different specializations helping in the optimal execution of plan		2. The center personnel support and development	
15 days	3. Evaluating all the center's personnel for selecting a group qualified for the new technology training		3. Establishing a remuneration system for distinguished personnel	
To be determined by the chosen company	4. Holding training courses for the chosen group through the specialized and developed companies in this respect		4. Boosting mental efficiency through training courses	

Nawal Thabt, Mervat Mouris, Fatma EL Nagar, Mohamed Abbel Hamid Hamza, Walid Farouk

Time Needed for Execution	Execution Requirements	Required Resources (Financial & Human)	Problems Solution Necessary Steps	Expected Problems That Have to Be Solved
After completing courses and providing personnel with tools	5. Evaluating the trained personnel benefit from the said courses and the immediate application thereof		Boosting the mental efficiency through training courses	

Time necessary for execution	Execution Requirements	Required Resources (Financial & Human)	Problems Solution Necessary Steps	Expected Problems That Have to Be Solved
3months	1. Studying work procedures and execution methods		Core Reasons: 1. Depending on traditional methods of work performance 2. Refusal of Development and innovation 3. The concern for decision making responsibility 4. Applicable laws 5. The center's administrative dependence	Procedures slackness
1 month	2. Identifying procedures implementation obstacles 3. The optimal use of the administrative facilities in the center to overcome these obstacles			
3 months	4. Contributing to find new simplified methods for procedures implementation 5. Conferring more powers to the center manager		Alternatives • Procedures priorities determination and implementation	

Soher Seif El Nasr, Iman Abdel Rahman, Abdel Megeed Koutb, Ramadan Said

Time necessary for execution	Execution Requirements	Required Resources (Financial & Human)	Problems Solution Necessary Steps	Expected Problems That Have to Be Solved
			<ul style="list-style-type: none"> • Selecting some skilled personnel in the fields of administration and public relations • Benefiting from the information center importance in the proper way • Simplifying procedures <p>Chosen Alternative</p> <p>Procedures priorities determination and implementation</p>	

Fourth Group

Time necessary for execution	Execution Requirements	Required Resources (financial & human)	Problems Solution Necessary Steps	Expected Problems That Have to Be Solved
2 months	<p>First Alternative:</p> <ul style="list-style-type: none"> Preparing an independent budget for the center <ol style="list-style-type: none"> Conducting a detailed study on the current work volume and financial requirements in the center in addition to evaluating its necessary present and future financial needs Submitting the study supported by explanations to the center administration After being convinced with the study content, the administration shall submit the study to the competent authority for approving an independent budget for the center 	<p>Human Resources</p> <p>The human resources are represented in personnel who are able to prepare the required study on the center activities, including expenses required for the center's budget and works of maintenance and inventory of the site equipment</p> <p>Human Resources</p> <p>Providing study preparation requirements including paper, ink and means of transportation necessary for the study and inventory works</p>	<p>Problem Reasons</p> <ol style="list-style-type: none"> Ignoring the center importance and information technology role Lack of optimal use of the center's facilities The center's administrative independence The center's insufficient financial appropriations in the Ministry's budget The need for a budget planning paying attention to development aspects The center's financing abilities are not utilized <p>Solutions Alternatives</p> <ol style="list-style-type: none"> Preparing a dependent budget for the center Convincing the Ministry with approving the financial appropriations 	<p>The center's financial resources insufficiency</p> <p>Stuff-members: Nadia Abdou Ahmed Said El Sayed Wasel Iman Mohamed Aliaa El Awady Georgette Shoukry</p>

Time necessary for execution	Execution Requirements	Required Resources (financial & human)	Problems Solution Necessary Steps	Expected Problems That Have to Be Solved
1 month	<p>Second Alternative:</p> <ul style="list-style-type: none"> • Convincing the Ministry with approving the financial appropriations allotted to the center <ol style="list-style-type: none"> 1. Searching for documents of financial appropriations previously allotted to the center 2. Preparing a detailed report on work volume and necessary expenses according to the center's present and future projects <p>Submitting the study and the report to the center administration, asking for increasing the financial appropriations and submitting the matter to the Ministry officials supported by documents proving the center financial appropriations annual increase in spite of the center's growing activities and expansions</p>		<p>allotted to the center</p> <ol style="list-style-type: none"> 3. The proper use of available resources 4. Making use of the center's financing abilities 	

Time necessary for execution	Execution Requirements	Required Resources (financial & human)	Problems Solution Necessary Steps	Expected Problems That Have to Be Solved
4 months	Third Alternative <ul style="list-style-type: none"> • The proper use of available resources 1. Determining the optimal use of operation requirements according to the actual work volume 2. Drawing a plan for providing requirements throughout the year 3. Counting all equipment existent in the ministry 4. Entering into maintenance contracts for all equipment 5. Preparing instructions of the optimal use of equipment and reporting the same to the competent authorities officials 			



WORKSHOP EVALUATIONS

DAILY EVALUATION FORM

Tuesday, October 7, 2003

	ITEMS	AGREE %	AGREE TO A CERTAIN DEGREE %	DISAGREE %
1	Objectives of the session were clear	100		
2	I acquired new knowledge from the sessions	95	5	
3	I acquired new management skills from the sessions	100		
4	Facilitators created an interesting training environment	100		
5	The topics introduced were of importance to me	100		
6	Facilitators were able to facilitate the discussions in relation to the topics	100		

Most thing that I liked:

1. The organization of the workshops.
2. The facilitator's way of managing the discussions and the workshop. (2)
3. The new ideas that we gained from the workshop.
4. Clearly identifying the problems.
5. The hope of development and reaching our objectives.

Most thing that I disliked

Continuing the workshop after lunch is very difficult (3)

Suggestions:

1. Repeating these workshops in similar venues.
2. To have the workshops on a regular basis, perhaps once a month. (2)
3. Increasing the number of days and distributing the hours accordingly. (2)
4. To conduct the workshops on one part of the day only. (2)
5. Following up on the suggested strategic plans.

DAILY EVALUATION FORM

Wednesday, October 8, 2003

	ITEMS	AGREE %	AGREE TO A CERTAIN DEGREE %	DISAGREE %
1	Objectives of the session were clear	100		
2	I acquired new knowledge from the sessions	95	5	
3	I acquired new management skills from the sessions	95	5	
4	Facilitators created an interesting training environment	100		
5	The topics introduced were of importance to me	95	5	
6	Facilitators were able to facilitate the discussions in relation to the topics	100		

Most thing that I liked:

1. The facilitator being able to create a ideal training atmosphere (4)
2. Everything
3. The topics discussed
4. Management of the discussions
5. The significant material
6. The presence of Counselor Mohamed Salama
7. The free discussions with Counselor Mohamed
8. The methodology used to clarify matters.
9. The possibility of finding a solution for any problem.
10. To achieve the objectives listed in the action plan.

Most thing that I disliked

1. Disturbance caused by the hotel staff due to the presence of a storage room in the main meeting room.
2. The length and amount of items in the workshop was very tiring.
3. The solution that was proposed to solve the problem is unachievable

Suggestions

1. Increasing the duration of training to acquire more and new information with appropriate rest periods.
2. Increasing the number of workshops since they get us to know more about the top management and they also bring us closer to each other.(3)
3. Adding an additional day to the workshop since the duration is short and the material and discussions need more time.
4. Following up that the results of the workshop are achieved.

CLOSING EVALUATION FORM

	Issues	Excellent %	Very Good %	Good %	Fair %	Weak %
1	How much the workshop met your expectations	55	40	5		
2	How much you benefited from the workshop	70	30			
3	Workshop material	75	25			
4	The topics of the workshop	90	10			
5	Teaching methodologies	80	15	5		
6	Opportunity for discussions and giving opinions	90	5	5		
7	Opportunity to discuss main issues and work problems	85	10	5		
8	Teaching aids	60	30	10		
9	Facilitators	80	20			
10	Relationship with your colleagues	50	50			
11	Relationship with the facilitators	75	25			
12	The training atmosphere throughout the workshop	70	30			
13	Administrative services	70	30			
14	Venue of the workshop	90	10			
15	Meeting rooms	85	15	6.25		
16	Accommodation rooms	75	25			
17	Meals	30	65			
18	Hotel service	40	55			

What were the strong points of the workshop?

1. The participation and discussion between the top management and the participants.
2. The technical abilities of the facilitator.
3. The facilitator is extremely objective and has the capability of managing effective discussions and clarifying matters.
4. The approach in presenting our problems at work.
5. The different methods of solving problems
6. The opportunity for discussions and giving ideas.
7. Participation
8. Discussions between the Counselors and the facilitator.
9. The utmost honesty in approaching the different opinions.
10. The diverse working groups.
11. The training atmosphere.
12. The effective cooperation in preparing the action plans.
13. The exercises, activities and discussions.
14. Choosing the topics of the workshop.
15. The ability of the facilitator in presenting the workshop material.
16. Discussing the problems and plans objectively in front of the top management.
17. Formulating plans that are agreed upon by all the colleagues
18. Determining priorities that we hope will be implemented.
19. Open discussions.
20. Dr. Gazia Zaatat and her ability to be objective and her managing the sessions.
21. Discussing all issues pertaining to the center.

What were the weak points of the workshop?

1. The short duration (5)
2. The timing of the meals was not suitable.
3. The allocated time was not enough (2)
4. The workshop was very condensed
5. Not reaching clear solutions to the problems.
6. Not enough time was allocated for rest periods.
7. The meals were too close in time.

Your suggestions for future improvements

1. Increasing the duration of the workshop.
2. Following up the implementation of the action plans and problem solving.
3. Repeating these workshops using different topics for continuous development e.g. Time management.
4. Eliminating the obstacles while implementing the action plans.
5. Implementing the objectives related to developing the Center.
6. Developing the center to become one of the advanced centers in Egypt.

Any other comments

1. We need training in Project Management
2. Continuity of similar workshops

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INTRODUCTION

The United States Agency for International Development Mission in Egypt (USAID/Egypt) funds AOJS as part of the Mission's Strategic Framework. The results of USAID/Egypt's technical assistance and training activities are measured and evaluated against this Framework. Specifically, AOJS activities fall under the USAID/Egypt's Special Objective 21 (SpO21): Egyptian Initiative in Governance and Participation Strengthened, Intermediate Result 21.3: Improvements in Selected Areas of Administration of Justice. In support of this Special Objective, AOJS organized two Strategic Planning Workshops for Judicial Information Center (JIC) senior management team and selected staff members.

The second Workshop was held from October 6 – 9, 2003 in Alexandria, Helnan Palestine Hotel. The goal of the Workshop was to provide the participants with the opportunity to learn the scientific approach in solving the problems they face at work and discuss the different obstacles that they may face in solving such problems effectively.

The final report for workshop entails the following items:

1. General outline
2. Workshop Agenda
3. List of Participants
4. Workshop Results
5. Workshop Evaluations

Cairo Seminar was subcontracted to handle the logistical administrative aspects of the workshop. The Workshop's facilitator was Dr. Gazia Zaatar.



WORKSHOP OBJECTIVES

At the end of the Strategy Planning Workshop II, the participants will have:

- Become familiar to the scientific method (8 stages) in solving the problems they face at work
- Discussed the different obstacles that may face them in solving such problems;
- Got to know the different analytical tools in solving problems through the analysis of the internal and external environment of JIC and identifying the main cause of the problem;
- Learnt how to use the brain maps and how to deeply solve the problem;
- Increased their capability in analyzing and understanding the problem by using De Bonos approach (6 hats);
- Discussed and analyzed the different communicating methods and their role in solving problems;
- Identified the different managerial skills needed to solve the problem;
- Formulated action plans to help in solving the problems they face at work.

DESCRIPTION OF TEACHING METHODOLOGIES

The trainer will act as a facilitator whereby participants will be introduced to the topics through brief presentations followed by shared discussions around the central issues and immediately apply the new information in small group exercises, role-plays, and case studies.

This strategy provides an opportunity for group members to explore given topics, interact with each other and share information by expressing their views and responding to each other's ideas and opinions.

The role of the group facilitator will be to:

- (1) Manage group discussions and group processes so that individuals learn and group members feel that the experience is positive.
- (2) Ensure that the most effective learning events occur and to anticipate individual filtering activities.
- (3) Facilitate participation by providing an atmosphere for groups to present their viewpoints and defend them, and ascertain learners' levels of knowledge and attitudes regarding various topics.
- (4) Stimulate thinking and interaction during long training sessions by creating enthusiasm for various training topics throughout the sessions and assist participants in analyzing work assignments and case studies and in exploring applications of course content.
- (5) Encourage participants to think creatively about the training material by inspiring them to learn deductively and assess their comprehension of the material.